

UNITED STATES MARINE CORPS
Marine Corps University
User's Guide to Marine Corps Values

EQUAL OPPORTUNITY

1. Introduction. You will discuss and review the Marine Corps' Equal Opportunity Program to gain insight into ways of enhancing Marine Corps unity, efficiency, and mission readiness.

2. Overview. The purpose of this instruction is to understand the Marine Corps Equal Opportunity Program to include:

- a. Marine Corps' equal opportunity policy.
- b. The scope and objectives of the Marine Corps Equal Opportunity Program.
- c. The role of the Equal Opportunity Advisor

3. References. The following provide additional information on the Marine Corps' equal opportunity program.

DoD Directive 1350.2
DoD Human Goals Charter
SECNAVINST 5300.26B
MCO P5354.1C
Marine Corps Manual
FMFM 1-0, Leading Marines

4. Discussion Leader Notes

a. As the discussion leader, you should be familiar with the MCO P5354.1C.

b. Appendices should be distributed and read by the group prior to discussion.

5. Discussion

a. This discussion topic is recognized as a contemporary leadership issue. All Marines should understand that adherence to our basic leadership traits and principles provides for the fundamentals that equal opportunity addresses. We also must recognize that discrimination based upon race, color, religion, gender, age, or national origin, consistent with the law and regulations and the requirements for physical and mental abilities are alien to the basic values of the Marine Corps. The Marine Corps Equal Opportunity Program is one method of "personnel preventive maintenance."

(1) This discussion guide is just that, a guide, and is not meant to be the "end-all" of leadership instruction on the subject. However, it does provide basic information and areas of concern within the Marine Corps. As the leader in a unit, it is your responsibility to be aware of what your unit needs most. Therefore, you must evaluate, modify, and/or expand on what needs to be emphasized.

b. The Marine Corps Equal Opportunity policy is based upon DoD Directive 1350.2, the Department of Defense Military Equal Opportunity Program and the Department of Defense Human Goals Charter. Provide a few moments for everyone to read Annex A.

(1) How many of you have read that before?

(2) What do you think of it? (Pause for responses and try to get discussion going.)

c. Having read the DoD Human Goals Charter, we readily recognize that leaders must translate these goals into positive actions.

(1) How can we accomplish that?

(2) One way of accomplishing this is through conducting leadership training that promotes harmonious interactions among Marines across barriers of race, ethnic group, grade, age and gender and that provides fair treatment for all Marines.

d. Though there are Equal Opportunity Advisors in the Marine Corps, our philosophy of leadership incorporates and emphasizes good relations and equal opportunity. To this end, the leader of Marines must take an active and visible role in the support of the equal opportunity program.

(1) Define and analyze equal opportunity.

(a) Distribute appendices B and C. Provide a few moments for everyone to read the policy (paragraph 0003) in appendix B, or read it to them.

(b) In your own words, what does equal opportunity (EO) mean? (List the one-word or two-word responses on a chalkboard.)

(c) It means every Marine will be treated fairly and equally, and have equality of opportunity regardless of race, color, religion, gender, age, or national origin. Treat all Marines with respect and recognize their aspirations, needs and capabilities.

(d) This is a very basic principle of leadership; know your Marines and look out for their welfare. The leader must concern himself/herself with the human needs (food, clothing, housing, recreation, education, and a chance for advancement) of their Marines. A leader must encourage individual development and self-improvement. Perhaps most importantly, a leader must ensure that channels of communication are kept open.

(2) Discuss the Marine Corps' equal opportunity policy.

(a) Equal Opportunity is embodied in the basic philosophy of Marine Corps leadership. Accordingly, paragraph 1100 of the Marine Corps Manual provides the following standards to be maintained by leaders. (As discussion leader you can discuss these five standards individually or list them first and then go back to solicit feedback from the group.)

[1] Strive for forceful and competent leadership throughout the entire organization.

[2] Inform the troops of plans of action and reasons whenever it is possible and practical to do so.

[3] Endeavor to remove on all occasions those causes which make for misunderstanding or dissatisfaction.

[4] Assure that all members of the command are acquainted with procedures for registering complaints, and the process of action taken thereafter.

[5] Build a feeling of confidence which will ensure the free approach by subordinates for advice and assistance not only in military matters, but for personal problems as well.

(3) Discuss the objectives of the Marine Corps' Equal opportunity Program (EOP).

(a) The primary objective of the Marine Corps' EOP is to integrate equal opportunity into every aspect of Marine Corps life.

(b) To understand the effects of past discriminatory practices in order to formulate specific equal opportunity objectives and to initiate affirmative actions to eliminate existing deficiencies.

(c) To identify, eliminate, correct, or prevent adverse or illegal institutional and individual discriminatory practices.

(d) To promote harmonious relationships among Marines through the elimination of prejudice and harassment.

(e) To ensure the opportunity and encouragement for personal and professional advancement of individual Marines without regard to age, race, color, religion, gender, or national origin.

(4) Discuss the scope of the Marine Corps' Equal Opportunity Program (EOP).

(a) The EOP operates through and impacts upon all existing programs and actions within every aspect of command. The commander must ensure that equal opportunity is applied in every command policy, action, and program.

(b) In keeping with the Marine Corps leadership philosophy, the responsibility for accomplishing equal opportunity goals is not dependent on authority and is not the function of any special staff officer. Rather, all Marines are expected to exert proper leadership by promoting harmonious interactions among individuals, regardless of age, race, color, religion, gender, or national origin, by exemplifying fair treatment for all Marines, and identifying unfair practices to higher authority via the chain of command.

(c) Using your own words, what is the Equal Opportunity Program?

It is the combination of actions used to achieve equal opportunity.

(d) What is Affirmative Action?

Methods used to achieve the objectives of the EO program. Processes, activities, and systems designed to prevent, identify, and eliminate unlawful discriminatory treatment as it affects the recruitment, training, assignment, utilization, promotion, and retention of military personnel.

(e) What is the Affirmative Action Program (AAP)?

[1] A management document consisting of formalized affirmative actions with quantifiable goals and milestones, used to bring about the accomplishment of equal opportunity program objectives.

(5) Discuss contemporary issues affecting equal opportunity. (Use local newspapers, Navy Times (Marine Corps Edition), or local libraries.)

(6) What issues of EO must you be concerned with?

This part of the discussion may center around prejudices and discrimination. Make sure the group members know the definitions before you discuss this.

(7) How can a prejudicial attitude affect EO? If the prejudicial attitude is displayed through the individual's behavior, that prejudicial attitude could affect EO. The five levels of intensity in acting out prejudice are listed below:

(a) Antilocution. Most people who have prejudices talk about them.

(b) Avoidance. Prejudice that leads the individual to avoid members of the disliked racial group, even perhaps at the cost of considerable inconvenience.

(c) Discrimination. Here the prejudiced person makes detrimental distinctions of an active sort. Literally acting out the prejudicial expression.

(d) Physical Attack. Under conditions of heightened emotion, prejudice may lead to acts of violence or semi-violence.

(e) Extermination. This is the ultimate degree of violent expression of prejudice.

(8) Can you give examples? (Discuss as appropriate. Attempt to draw out some examples that can directly affect a unit.)

(9) Discuss methods and techniques for ensuring equal opportunity.

(a) Be proactive. Emphasize team work. Discrimination in any form is adverse to mission accomplishment.

(b) Publicize Marine Corps and local command policy. Stress leadership accountability.

(c) Ensure all Marines are aware of the avenues of filing EO complaints and actions that will be taken against personnel in substantiated cases.

6. Appendices:

Appendix A: DoD Human Goals Charter

Appendix B: Extract From Marine Corps Equal Opportunity Manual
Appendix C: Marine Corps Equal Opportunity Manual (Annex F)
Appendix D: Scenario

APPENDIX A

EQUAL OPPORTUNITY

DoD HUMAN GOALS CHARTER

"Our nation was founded on the principle that the individual has infinite dignity and worth." The Department of Defense, which exists to keep the nation secure and at peace, must always be guided by this principle. In all that we do, we must show respect for the serviceman, the service woman and the civilian employee, recognizing their individual needs, aspirations and capabilities.

THE ATTAINMENT OF THESE GOALS REQUIRES THAT WE STRIVE

To attract to the defense service people with ability, dedication, and capacity for growth;

To provide opportunity for everyone, military and civilian, to rise to as high a level of responsibility as possible, dependent only on individual talent and diligence;

To make military and civilian service in the Department of Defense a model of equal opportunity for all regardless of race, color, sex, religion or national origin, and to hold those who do business with the Department to full compliance with the policy of equal employment opportunity;

To help each service member in leaving the service to readjust to civilian life; and

To contribute to the improvement of our society, including its disadvantaged members, by greater utilization of our human and physical resources while maintaining full effectiveness in the performance of our primary mission.

APPENDIX B

EQUAL OPPORTUNITY

EXTRACT FROM MARINE CORPS EQUAL OPPORTUNITY MANUAL

0001. PURPOSE. The purpose of the Marine Corps Equal Opportunity Manual is as follows:

1. To delineate and identify the general concepts, principles and objectives of equal opportunity.
2. To provide guidance and instructions for the continued implementation and management of the Marine Corps Equal Opportunity Program.
3. To provide implementing instructions for a Marine Corps Equal Opportunity Affirmative Action Plan (AAP).
4. To consolidate the guidance for the Marine Corps Equal Opportunity Program.

0002. APPLICABILITY. The provisions of this Manual apply to Marines, all other Armed Forces personnel assigned to or serving with Marine Corps units, civilian supervisors of military personnel, civilian employees and nonappropriated fund employees providing services to military personnel. The policies and provisions of the Equal Employment Opportunity (EO) Program concerning civilian personnel employed by the Marine Corps are provided in separate Department of the Navy EEO regulations and will not be addressed in this Manual. The provisions of Chapter 4, Equal Opportunity in off-Base Housing, are applicable to all Department of Defense (DoD) civilian personnel, assigned to or under the jurisdiction of Marine Corps commands outside of the United States and who live in the civilian community.

0003. POLICY. The Marine Corps will provide equal opportunity for all military members without regard to race, color, religion, sex, age or national origin, consistent with requirements for physical and mental capabilities. Marines must recognize the importance, dignity, needs and aspirations of the individual. There must be a fully integrated Marine Corps in which all personnel are striving for the common goals of maintaining high standards of discipline, law and order, and excellence in performance of duty as well as one permitting and requiring both men and women to exercise all professional and leadership responsibilities of their military occupational specialty, grade and assigned duties. Further, there is a need for the development of each individual to the highest degree of responsibility possible, dependent only upon individual talent

and diligence. The achievement and maintenance of these goals is integral to full development of the *esprit de corps*, pride and individual readiness that are essential to combat readiness. Ensuring that fairness and equality of opportunity are extended to all personnel in each and every action that affects the individual Marines is an inherent function of leadership and will be given appropriate consideration in performance evaluation. Commanders are responsible for both military and civilian equal opportunity programs.

APPENDIX C

EQUAL OPPORTUNITY

MARINE CORPS EQUAL OPPORTUNITY MANUAL (Annex F)

DEFINITIONS

1000. DEFINITIONS. To ensure uniformity of understanding of the terms that have special significance and/or meaning relative to the Marine Corps Equal Opportunity Program and the provisions of the Manual, the following definitions are provided. (Terms that have special meaning relative to specific chapters of this Manual are defined in those chapters.)

1. Action Steps. Task-oriented steps; manageable and logically sequenced tasks; the effort required to achieve the objective.

2. Affirmative Action (AA). Any action directed toward the implementation and advancement of the concept of equal opportunity.

3. Affirmative Action Plan (AAP). A management document consisting of formalized affirmative actions that contain quantifiable goals and milestones, utilized to create movement towards the accomplishment of equal opportunity program objectives.

4. Analysis of Variance. Summary of specific problems encountered, actions taken during the reporting period to counter problems, and additional resources needed for goal achievement.

5. Bias. A mental leaning or inclination; partiality; prejudice.

6. Category. A specifically defined division in a system of classification.

7. Discrimination. An act, policy or procedure that arbitrarily denies equal opportunity because of race, color, religion, sex, age or national origin to an individual or group of individuals.

8. Equal Employment Opportunity (EEO) Program. The comprehensive program through which the Marine Corps implements its policy to provide equal opportunity in employment for all qualified civilian personnel.

9. Equal Opportunity. A concept which requires that the objectives of fair and equal treatment and equality of opportunity for all be applied to all management functions and leadership actions.

10. Equal Opportunity in Off-Base Housing. The portion of the Marine Corps Equal Opportunity Program that supports the Department of Defense (DoD) and the Marine Corps goal to eliminate discrimination against military and DoD civilian personnel in off-base housing worldwide.

11. Equal Opportunity Program. The cumulative efforts and actions of Marines to achieve equal opportunity. These efforts range from positive and planned actions to attain stated equal opportunity objectives, goals and/or milestones outlined in a formalized Affirmative Action Plan to the integration of equal opportunity considerations in to the decision making process of management and command actions.

12. Ethnic Group. A segment of the population that possesses common characteristics and a cultural or national heritage significantly different from that of the general population.

13. Human Relations. The social relations between human beings; a course, study or program designed to develop better interpersonal and intergroup adjustments.

14. Individual Actions. Voluntary efforts by Marines to apply their leadership training outside the classroom, beyond what is normally expected of their grades and duty assignments.

15. Institutional Discrimination. Policies, procedures and practices which, intentionally or unintentionally, lead to differential treatment of selected identifiable groups, and which, through usage and custom, have attained official or semi-official acceptance in the routine functioning of the organization/institution.

16. Milestones. Measurements of projected progress in terms of quantifiable values or points in time when a task should be accomplished.

17. Minority. A group differing from the predominant section of a larger group in one or more characteristics: e.g., ethnic background, language, culture or religion, and as a result often subjected to differential treatment. Race and ethnic codes of minorities are published in the current edition of MCO P1080.20 (JUMPS/MMSCODESMAN). For the purpose of implementing the provisions of this Manual, minorities are specifically identified by race and race ethnic code in notes 3 through 6 of figure 3-1.

18. Objective. Defines the basic result desired.

19. Prejudice. The holding of a judgment or opinion without regard to pertinent fact typically expressed in suspicion, fear, hostility, or intolerance of certain people, customs, and ideas.

20. Proposed Corrective Action. Identifiable corrective plan for the achievement of a goal.

21. Race. Any of the major biological divisions of mankind distinguished by color and texture of hair, color of skin and eyes, stature, bodily proportions, or other genetically transmitted physical characteristics.

22. Sexual Harassment. Influencing, offering to influence, or threatening the career, pay, or job of another person in exchange for sexual favors; or deliberate or repeated offensive comments, gestures, or physical contact of a sexual nature in a work or work-related environment.

APPENDIX D

EQUAL OPPORTUNITY SCENARIO

1. You have three male lance corporals and three female lance corporals, and can promote only two to corporal.

a. Does this mean that you must promote one male and one female? Why? or Why not?

No, Marines should not be promoted based on gender or race.

b. What should the promotions be based on?

(1) Marines should be promoted based on merit. Marines who meet the minimum eligibility criteria (time in grade, time in service, etc. in accordance with MCO P1400.20) are not necessarily ready for promotion. In order to be recommended for promotion, a Marine should: display desire to advance and show enthusiasm and potential for increased responsibility; have mastered the professional and technical requirements of his current grade; have demonstrated initiative, maturity, moral courage, self-discipline, and good judgment; have demonstrated ability to lead and train Marines as a team.

(2) Marines must recognize each individual's importance, dignity, needs, and aspirations. There must be a fully integrated Corps in which every Marine will strive for the same common goals of maintaining high standards of discipline, law and order, and excellence in performance of duty.

SCENARIO

2. If you had a black male Marine lance corporal with no previous offenses, should he get the same punishment for the same offense as a white Marine with three page 12 entries?

No. There is a judgment factor which has to be exercised in the maintenance of standards of discipline. There are many conditions that will affect your decisions, and generally no hard and fast rules can be written to cover every situation.

3. In your opinion, do male leaders correct women Marines as readily as they do male Marines? If not, why? Is this fair treatment?

a. They should be corrected, disciplined, and looked out for

by their leaders with equal fervor. Women Marines want to be treated like Marines but some often feel left out (excluded). A male leader may fail to correct a particular woman Marine because he perceives that most women have a tendency to cry and the leader is confused as to how to handle the situation, so he avoids making the correction.

b. All Marines (both male and female) generally resent it. The leader has an obligation to enforce standards of discipline for all Marines; it's one way of showing that you care. It's a leader's duty to help all Marines; in a situation such as this, a leader sows seeds of discontent which disrupt unit integrity and affect mission accomplishment. Everyone must carry their share of the load, and Marines want to do so. If any Marine cries (males are not exempt) when being corrected or counseled, pause to allow the Marine to regain proper composure and complete the session. The leader must be fair and consistent, which is so important in maintaining standards of behavior and performance, and in gaining the respect of subordinates.

c. Leaders must develop each individual to the highest degree of responsibility possible, dependent only upon individual talent and diligence.

d. Ensuring that fairness and equality of opportunity are extended to all personnel in every action that affects individual Marines is an inherent function of leadership.

e. Only by the achievement and maintenance of these goals can the Marine Corps fully develop the *esprit de corps*, pride, and leadership that are essential to combat readiness. The achievement of these goals must be an objective of every leader.

4. What is the commander's role in the unit EO program and the role of the individual Marine in the unit EO program?

a. All commanders will establish policies and procedures to ensure the periodic assessment and update of their EOP's. EOP requirements will vary with the level of command. Commanders are responsible for publicizing, implementing, and enforcing the Marine Corps policy on equal opportunity to include sexual harassment.

5. What is the individual Marine's responsibility in ensuring equal opportunity?

a. An individual's responsibility is not dependent upon authority. Marines are expected to exert proper influence upon their comrades by **setting examples** of obedience, courage, zeal, sobriety, neatness and attention to duty.

- b. Treat each Marine as a Marine.
- c. Support your command's EO program and activities.